



CITY OF  
BLOOMINGTON  
COUNCIL RETREAT  
MEETING  
NOVEMBER 4-5, 2016

# AGENDA

# DISCUSSION ITEMS



**CITY COUNCIL SPECIAL MEETING NOTICE FOR  
PURPOSES OF HOLDING A COUNCIL RETREAT**

**CENTRAL ILLINOIS REGIONAL AIRPORT**

**2<sup>ND</sup> FLOOR CONFERENCE CENTER**

**3201 Cira Drive, BLOOMINGTON, IL 61701**

**FRIDAY, NOVEMBER 4, 2016, 2:45 P.M.**

1. Call to Order
2. Roll Call
3. Public Comment
4. Retreat Activities: General discussion and communication exercises with City Council on City activities and matters; self and Council assessments; connection exercises; Council decision-making process; general protocols; team building; begin assessment of City priorities debriefing; and evaluation.
5. Adjourn (approximately 6:00 p.m.)



**CITY COUNCIL SPECIAL MEETING NOTICE FOR  
PURPOSES OF HOLDING A COUNCIL RETREAT**

**CENTRAL ILLINOIS REGIONAL AIRPORT**

**2<sup>ND</sup> FLOOR CONFERENCE CENTER**

**3201 Cira Drive, BLOOMINGTON, IL 61701**

**SATURDAY, NOVEMBER 5, 2016, 7:30 A.M.**

1. Call to Order
2. Roll Call
3. Public Comment
4. Retreat Activities: General discussion and communication exercises with City Council on City activities and matters; review of previous day; connection exercises; discussion and assessment of City priorities; general protocols; team building; future planning; debriefing; and evaluation.
5. Adjourn (approximately 2:00 p.m.)

# **EXAMPLES**

**"ROLE" EXAMPLES (from *Leading Your Community*, ICMA and 18 municipal benchmarks)**

**MAYOR (also includes "Council Official Roles" below)**

## **OFFICIAL ROLES:**

- Chair governing body meetings--parliamentary procedures and accomplishment of desired outcomes.
- Serve as a primary contact between the City Manager and the governing body to keep the community agenda moving in the Council-approved direction.
- Encourage and practice good communication with the citizens, media, other members of the governing body and the City Manager.
- Represent the local government in many settings in the community with other local governments and at the state and national levels.
- Help create, maintain and strengthen the effectiveness of the Council.
- Encourage and support the community during a crisis.
- Create and participate in Commissions, Advisory Boards, etc. as allowed by ordinance.
- Execute official documents.
- Call special meetings as required.

# **EXAMPLES**

## **"ROLE" EXAMPLES (from *Leading Your Community*, ICMA and 18 municipal benchmarks)**

### **COUNCIL**

#### **OFFICIAL ROLES:**

- Constantly learn about the role of a Council Member through conferences and other resources.
- Be well-informed about the City and its needs/wants.
- Regularly participate in all Council meetings.
- Set, implement and monitor procedures on how the Council will interact within itself.
- Establish a community vision.
- Develop long-term goals, priorities and objectives.
- Adopt policies to guide local programs and services.
- Enact ordinances/local laws.
- Communicate with fellow Council Members, citizens and other appropriate groups about vision, priorities, programs, services and community challenges.
- Review and approve a comprehensive annual budget and capital improvement plan as well as periodic budget adjustments assuring that newly-established priorities/goals/objectives are appropriately funded.
- Oversee the effectiveness of the local government's programs.
- Hire, evaluate and oversee the City Manager including fiscal responsibility.
- Respond to citizen complaints and requests and coordinate responses with local staff assuring that no commitment is made on behalf of City staff that may not be plausible.
- Be prepared to and say "no" to citizen requests that are not plausible.
- Represent the local government and the community at appropriate events.
- Follow media protocol.
- Establish and follow public input criteria.

# **EXAMPLES**

## **"ROLE" EXAMPLES (from *Leading Your Community*, ICMA and 18 municipal benchmarks)**

### **MAYOR/COUNCIL**

#### **UNOFFICIAL ROLES:**

- Be a model of civility and cooperation to set the tone for civil discourse and productive problem-solving.
- Be a messenger using the "bully pulpit" to encourage citizens, businesses, the media, community organizations and others to play an active role in community building.
- Be a shaper of processes that connect citizens and their government in productive ways.
- Provide leadership that brings people together and builds trust.
- Share an explicit vision and a well-defined and accepted mission with clear goals to which everyone is committed.
- Reflect consistent energy, enthusiasm, commitment to work together and professional respect for one another.
- Practice a commitment to understanding each other's perspectives and to resolving conflicts while communicating comfortably and disagreeing openly and productively.
- Be effective decision-makers to "get the job done" supporting the ultimate decision regardless of one's personal vote while acknowledging to constituents one's stance on the vote.
- Reflect high levels of trust, acceptance and support among members and a cohesive sense of belonging to the team.
- Practice distributed participation where each member engages and handles different responsibilities on behalf of the whole.
- When reprioritizing goals, assure that existing goals are assessed for what can move off the City staff's plate.
- Assess potential projects and decide on their worthiness before City staff are asked to explore further.
- Do one's own research on a potential special interest project before bringing it to City staff to pursue further.

# **EXAMPLES**

## **"ROLE" EXAMPLES (from *Leading Your Community*, ICMA and 18 municipal benchmarks)**

### **CITY MANAGER**

- Carry out the policies adopted by elected officials.
- Oversee enforcement of city ordinances.
- Provide policy alternatives to support governing body action.
- Manage all local services assuring continuity of standards and policy implementation across all City departments.
- Adhere to national, state and local requirements for financial management, purchasing, public meetings, public records and ethical conduct.
- Prepare the annual operating budget and CIP for governing body action.
- Ensure fiscal responsibility and modern accounting practices.
- Recruit, hire, train and supervise the local workforce.
- Research and prepare materials to advise the governing body and for the governing body meeting agenda.
- Develop long-range operating plans with guidance from elected officials.
- Oversee local economic development including negotiation of development and revenue deals.
- Coordinate information sharing and action among elected officials, employees and citizens.
- Participate in and represent the local government at local, State, regional and national events.
- Anticipate municipal needs, conduct appropriate research and make recommendations to the local governing board accordingly.

# **EXAMPLES**

## **"ROLE" EXAMPLES (from *Leading Your Community*, ICMA and 18 municipal benchmarks)**

### **MAYOR/COUNCIL**

#### **UNOFFICIAL ROLES:**

##### **WHEN SUPPORTING/INTERACTING WITH THE CITY MANAGER:**

- Respect his/her position, management expertise and time pressures.
- Learn how the local government works on a daily basis and how setting policy differs from carrying out programs and policies.
- Follow agreed-upon procedures for interacting with professional staff.
- Read everything the staff provides and then ask questions.
- Keep the City Manager well-informed about issues and concerns in the community.
- Discuss personnel/performance concerns privately rather than in a public meeting.
- Avoid public surprises.
- Value the local government staff, thanking them for their work, supporting them in their efforts to carry out policies and giving public praise routinely.
- Direct all requests for staff assistance to the City Manager.
- Expect, permit, encourage and support City staff in saying “no” to Council Member requests.
- Be supportive of different communication approaches with the City Manager which will depend on the criticality of the issue, the need to explore/clarify, the ready availability of pertinent people, etc.

## **COUNCIL RETREAT AGENDA**

**RETREAT DATES: NOVEMBER 4, 2016 FROM 2:45 PM - 5:30 PM**

**NOVEMBER 5, 2016 FROM 7:30 AM - 2:00 PM**

**Location: CIRA--second floor, conference rooms 1 and 2**

**Invitees: All Council Members, Mayor and City Staff--David, Steve, and Cherry/Renee**

**Facilitator: Diane Crutcher**

### **DAY 1:**

**2:45 - 3:00 pm NETWORKING (During networking, all attendees will complete a quick personality assessment)**

**3:00 - 5:30 pm (Breaks during small group sessions and one formal break mid-way through afternoon--snacks provided)**

- I. Opening remarks, review of agenda, housekeeping. TARI, DAVID AND DIANE
- II. Personality in-service. DIANE
- III. Explore, agree on and commit to Council/Mayor/City Manager roles and high-level implementation/monitoring strategies/accountability partners. DIANE
- IV. Explore David's recommendation on Council Decision-Making process improvement. Through consensus, commit to agreed-upon process. DAVID AND DIANE
- V. Explore David's recommendation on Council Meeting Structure process improvement and, through consensus, commit to agreed-upon process. DAVID AND DIANE

**END OF FIRST DAY**

**DAY 2:**

**7:30 - 8:00 am BREAKFAST**

**8:00 am - 2:00 pm (Lunch break based on best timing and catering timing; breaks during small group sessions and as appropriate during the day--snacks provided)**

**REVIEW OF YESTERDAY'S OUTCOMES/CONSENSUS ITEMS. DIANE**

VI. Assess the continued propriety of the priorities below. Amend appropriately. DIANE

- A. Economic Development.
- B. Infrastructure.
- C. Financial Planning.
- D. Reduced Emergency Response Time.
- E. Downtown Implementation Plan.

VII. Based on the approved priorities: DIANE

- A. Using all insights/decisions from the Retreat thus far, establish and, through consensus, commit to:
  - 1. At least one next step and the associated action plan per priority including funding source/amount.
  - 2. Responsible party.
  - 3. Timeframe for reporting back to Council.
  - 4. Supports to be provided by Council.
  - 5. The process by which the new priorities/next steps will be shared with the public.

VIII. Review all Retreat outcomes for global consensus. DIANE

IX. Establish how this Council and Administration can best prepare for any changes in Council make-up next Spring to assure business continues to move forward as needed in the interim and following the election. DIANE

X. Closure. TARI, DAVID AND DIANE

- A. Informal evaluation of Retreat:
  - 1. What went well?
  - 2. Opportunities for improvement?
- B. David closing comments.
- C. Tari closing comments.

# EFFECTIVE DECISION- MAKING

## City of Bloomington City Council Retreat

November 5, 2016





Q: Do you have trouble  
making decisions?

A: Well, yes and no.

# PRACTICAL DECISION-MAKING

## DEFINITION

The ability to combine attitudes, knowledge and skills in the perception and solution of a problem and/or opportunity.

# CHARACTERISTICS OF GOOD DECISION-MAKERS

- Truth Seekers: Even if it fails to support one's beliefs or self-interests.
- Open-Minded: Interest in other's views; able to control personal bias.
- Analytical: Apply reason and evidence; anticipate consequences of actions/recommendations.
- Methodical: Focused, organized approach to the issue.

# CHARACTERISTICS OF GOOD DECISION-MAKERS (cont'd.)

- **Self-Confident:** Trusting one's own reasoning skills.
- **Inquisitive:** Curious and eager to acquire knowledge.
- **Recognizes Limitations:** Able to reach closure in the absence of complete information.
- **Cognitively Mature:** Awareness that multiple solutions can be acceptable.

# BARRIERS TO GOOD DECISION- MAKING

- **Mine Is Better:** Your ideas are superior to others.
- **Limiting the Options:** Choosing a decision without analyzing other viable potential options.
- **Pride:** Protecting your image.
- **Resistance to Change:** Staying in your comfort zone.

# BARRIERS TO GOOD DECISION-

## MAKING (cont'd.)

- **Conformity:** “Group think.”
- **Stereotyping:** Rigid thinking about others preventing us from considering their ideas.
- **Lack of Self-Confidence:** THE strongest barrier—not trusting your abilities.
- **Fear of Risk:** “Burned” in the past; no perceived partners to share the risk.
- **Bad Timing:** Other more critical priorities.

# The Decision Making Process

## Step 1: Identification of the Problem

- Awareness of discrepancy/opportunity
- Pressure to act

# The Decision Making Process

## Step 2: Identification of Decision Criteria

- What is relevant?
- What is not relevant?

# CRITERIA FOR GOOD DECISION- MAKING

- Budgeted.
- Strategic alignment.
- Mission, Vision and Values alignment.
- Positive community impact.
- Profitable.
- Low risk.
- Cost effective.
- Fits with existing projects/logical next step.
- Accomplishable.
- “Visible”/popular in the community.
- Resources (including humans) available.

# The Decision Making Process

## Step 3: Allocation of Weights to Criteria

- Not every criteria will be used in every decision.
- Choose the right ones for the topic at hand.
- “Weight” them regarding importance based on the issue.
- Select criteria with weights that support your decision that make it easier to move forward.



# The Decision Making Process

## Step 4: Development of Alternatives

- Identify viable alternatives for resolving the problem/addressing the opportunity

# The Decision Making Process

## Step 5: *Analysis of Alternatives*

- Appraise each alternative against the appropriate/weighted decision criteria

# The Decision Making Process

## Step 6: Selection of an Alternative

- Based upon weighted criteria, select the best option

# The Decision Making Process

## Step 7: Implementation of the alternative

- Convey the decision
- Obtain commitment
- Implement with a monitoring process established to better assure success

# Decision Making Process -

## Summary

1. Problem/opportunity formulation
2. Identification of decision criteria
3. Allocation of weights to criteria
4. Development of alternatives
5. Analysis of alternatives
6. Selection of an alternative
7. Implementation of the alternative



“Whenever you see a  
successful business, someone  
once made a courageous  
decision.”

Peter Drucker

# Closing

- Questions
- Thank You!

## Contact Information

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*Phone:* 309-454-3038

# **DRAFT**

## **COUNCIL MEETING STRUCTURE--DRAFT RECOMMENDATIONS**

**Author: David Hales**

**11/4/16**

- 1. Move regular Council meetings to Tuesdays to allow City staff Mondays in which to prepare lessening their weekend workload.**
- 2. Use the attached format for better structuring any Council meeting assuring optimal efficiency and effectiveness.**
- 3. Gather items for the agenda from Council members and/or City staff as appropriate. City Manager will coordinate with the City Clerk regarding what items will appear on which meeting agenda and when assuring the appropriate Department Heads are informed in a timely fashion in order to prepare/be available for presentations/questions.**
- 4. Agree on items that are appropriate for Council meetings (of any kind):**
  - A. Personnel issues as they relate to the City Manager.
  - B. Strategic Plan--issues related to the Council's established priorities.
  - C. Policy--issues that have significant policy implications, are directly related to the Council's established priorities and may have long-term impact, require a policy/policy amendment.
  - D. Citizen interest--particular issues of concern or interest to constituents.
- 5. Agree on items that are NOT appropriate for Council meetings (of any kind):**
  - A. Personal agenda items that are not covered under #4 above.
  - B. Proving to constituents that the Council member is addressing constituent issues.
- 6. Establish a "Technical Review Meeting" (TRM):**
  - A. Open meeting with all Council members and Department Heads held the day of the regular Council Meeting. (A "meeting before the meeting".)
  - B. Every item on that night's regular Council meeting agenda is reviewed to assure that Council member fully understand the issues, can ask their questions/make their comments ahead of time and prepare appropriately for a smooth/time-sensitive meeting with constituency that evening.

# DRAFT

## COUNCIL MEETING STRUCTURE--DRAFT RECOMMENDATIONS

- C. The intent is not to prohibit constituency from hearing the dialogue (and since the TRM is an open meeting that would not be the case) but, rather, to run a more condensed and focused regular Council Meeting with Council fully informed per issue.
- D. The City Manager and City Attorney would review the agenda for the TRM.
- E. The City Clerk would take approved agenda items from the TRM and place them appropriately on the Consent Agenda for the regular Council Meeting.
- F. Replace the Committee of the Whole and the current Department Head Monday morning meeting with the TRM.

### **7. Establish parameters for "Work Sessions":**

- A. Focus on no more than two critical issues per the following criteria:
  - (1) Budget sensitive.
  - (2) High profile.
  - (3) Impacting other currently active projects.
  - (4) First steps in future goals.
  - (5) In-person dialogue required.
  - (6) Urgent.
- B. Use the Council Memo Template to assure the Council has appropriate information ahead of time to make the best use of the meeting.
- C. One hour maximum for the entire meeting.

### **8. Establish parameters for "Executive Sessions":**

- A. Focus on a single topic that is appropriate for a closed session, e.g., personnel-related items.
- B. Provide appropriate information to the Council ahead of the meeting for their review and assurance that they will come to the meeting well-informed.
- C. Establish a definitive, accomplishable purpose for the meeting and announce to the Council with the information provided ahead of time.

# **DRAFT**

## **COUNCIL MEETING STRUCTURE--DRAFT RECOMMENDATIONS**

### **9. General meeting guidelines (regular Council meetings, Executive Sessions, Technical Review Meetings, Work Sessions):**

- A. Council Members will consistently use the "Council Member Request for Consideration" form fully completing it on behalf of an item/issue they would like brought before Council. There will be at least three members of the Council supporting the item/issue and so-noted on the form before it will be considered by Council. Forms reflecting fewer than three Council Members in support of the item/issue will not move forward to a Council meeting.
- B. Potential criteria to drive acceptable items for placement on a Council agenda may include:
  - (1) Relates directly to the City's Mission, Vision, Values, Strategic Plan, CIP and/or approved priorities.
  - (2) Would (potentially) become an (amended or new) policy, ordinance or local law.
  - (3) Has a (potential) fiscal impact on the City. Is relative to the City's budget (approved or in consideration).
- C. Council Members will consistently perform a First and Second Reading of an ordinance.
- D. Department Heads/other Council meeting contributors from City staff will follow the Council Memo Template provided by the City Clerk.
- E. City Clerk will provide an in-service along with the Communications Manager regarding how to most appropriately, clearly and concisely complete the template to assure the City Manager has all of the information he needs to decide whether the item will move forward to the Council and when.
- F. Department Heads will coordinate their proposed Council Memo/subsequent agenda item with the City Manager since he is the ultimate party that will approve its content and place the item on the Council meeting agenda assuring that the City Manager is appropriately aware of the criticality of that item appearing on the planned Council meeting agenda--its connection to on-going projects, sensitivity to budget, availability of staff to perform the duties, etc.

# **DRAFT**

## **COUNCIL MEETING STRUCTURE--DRAFT RECOMMENDATIONS**

G. Council Memo suggested content:

- (1) Contains professional, frank and "fearless" advice.
- (2) Author name--responsible party for the report.
- (3) Purpose of Memo--what and why it is coming to Council.
- (4) Policy implications--recommended changes.
- (5) Background--history/context of the report/recommendation.
- (6) Issue--the crux of the issue/recommendation.
- (7) Financial and other resource implications--based on recommendation.
- (8) Internal/external consultation--"human" resource implications based on recommendation.
- (9) Options--beyond the primary recommendation.
- (10) Conclusion--summary of report.
- (11) Recommendation--ultimate recommendation.

H. Should an agenda item be removed/delayed on the Council meeting agenda after the TRM, any affected Department Heads will be called by the Executive Assistant to the City Manager immediately to assure he/she is aware of the status of their item.

### **10. Department Head roles in open Council meetings:**

- A. Come to open meetings prepared to discuss/present their specific information per the intended agenda but also be available to respond to Council questions as they otherwise arise.
- B. If on the agenda, those Department Heads/other staff contributors will sit near the front of Council chambers.
- C. If Department Heads/other City staff are attending Council meetings as observers and contributors as requested, they should sit in the Fishbowl but remain active listeners throughout the meeting.
- D. Through their actions, show the City Manager that he doesn't have to have a response to every issue; that he can count on the Department Heads/other contributors to be the content expert for that agenda item.

# **DRAFT**

## **COUNCIL MEETING STRUCTURE--DRAFT RECOMMENDATIONS**

- 11. Mayoral role in leading Council during regular Council meetings:**
  - A. Will focus the debate on the issues.
  - B. Ideally will not be an active part of any debate.
  - C. Will focus on managing the issue through to a decision.
  - D. If the Mayor feels the need to express a particular view, it should be after all other Council members have had their opportunity to state an opinion and before the matter is put to vote.
  - E. If the Mayor wishes to play an active part in the debate, then he/she should consider vacating their Chair for that item.
- 12. Establish an ordinance regarding what will happen if a Council member misses three consecutive meetings (unexcused). Option: Relinquishes his/her seat on the Council.**

## **MEETING AGENDA TEMPLATE WITH IMPLEMENTATION NOTES**

**MEETING TITLE:** \_\_\_\_ Example: Technical Review Meeting\_\_\_\_\_

**MEETING INVITEES/ATTENDEES:** \_\_\_\_ Council Members, Department Heads \_\_\_\_\_

**MEETING DATE/TIME:** \_\_\_\_ Example: June 6, 2016, 7:00 - 8:00 am \_\_\_\_\_

**MEETING LOCATION:** \_\_\_\_ Example: Fishbowl \_\_\_\_\_

### **AGENDA: (allow 5 min for covering items 1-3 below)**

**1. Clarify Objectives:** Example--(this could be a standing statement for standing meetings) Intended regular Council Meeting agenda items are discussed with Council for their clarification as needed in preparation for that evening's regular Council Meeting and associated needed action.

#### **2. Establish Roles:**

Leader--City Manager  
Recorder--City Clerk

Facilitator--Assign as needed  
Timekeeper--City Clerk

**3. Review Agenda**--Quickly go through the items in the agenda below reviewing topics, FYI/Discussion/Action and "owner", e.g., the staff member who will be presenting the information.

**4. Conduct Meeting:** (assign # of minutes needed per agenda item, e.g., 10 minutes for item "I.") EXAMPLES:

(10 min) I. Coliseum Management Contract. (David, Jeff)  
A. Approval of recommended management team.

(20 min.) II. BCPA Internal Audit. (Jay, Patti-Lynn)  
A. Results.  
B. Recommendations.

(15 min.) III. Water Quality. (Bob Y.)  
A. Lead Issues.

**Timekeeper will monitor time spent on the topic and alert the Mayor when two minutes remain for wrapping up the conversation.**

**Assure total number of minutes for the meeting include all elements of #'s 1, 2, 3 and 4 above.**

**Agenda goes out in advance to all appropriate attendees for necessary preparation.**

**CITY OF BLOOMINGTON**  
**COUNCIL MEMBER REQUEST FOR CONSIDERATION**

**I. TO BE COMPLETED BY ALDERMAN**

1. Name of alderman making the proposal: \_\_\_\_\_

2. Topic summary (attach additional information and documentation to this form:

3. Alderman's priority level: ☐ LOW ☐ MEDIUM ☐ HIGH

**II. TO BE COMPLETED BY STAFF**

1. Aldermen supporting consideration of this topic (3 additional minimum):

2. City Manager review (staff & financial resources required to implement; impact on City priorities, etc.):

3. Recommendation for further action on \_\_\_\_\_ at the following meeting type:

☐

**Committee of the Whole**

☐

**Work Session**

☐

**Council Consent Agenda**

☐

**City Board or Commission**

☐

**Council Regular Agenda**

☐

**City Staff Review & Comment**

*Proposed agenda items shall be submitted to the City Manager's Office using the Agenda Item Request Form at least 15 days in advance of the next regularly scheduled Council session if quick action is desired. Due to the substantial number of requested items and City projects, it may not be possible for requested items to appear on the next agenda.*

## Brief Summary of Five Council Priorities

### Five Priorities

At the September retreat, Council informally selected its top five priorities, and since that time staff has seen that these five areas are the dominant focus of the Council's policy deliberations. The selected priorities are:

1. Economic Development
2. Infrastructure
3. Financial Planning
4. Reduced Emergency Response Times
5. Downtown Implementation Plan

The value in naming priorities is to establish policy direction, make that direction known to stakeholders and guide policy, budget and operational decisions. As we work to develop the City's FY17 budget, staff would find value in formalizing the five priorities for the next fiscal year.

Prior to formalization, we have prepared this brief summary to begin the dialogue about what each priority means, where it stands and what it will take to advance each going forward.

#### 1. Economic Development

- A. Economic development was overwhelmingly recognized by the Council as **essential to the financial sustainability** of the community. It is our prime means to diversify our tax base and expand our revenue streams.
- B. City of Bloomington economic development is undertaken in parallel with **regional collaboration** and economic development initiatives of the EDC, B/N Advantage and others.
- C. The time is right to review our **economic development strategic plan and incentive policy**. Tools such as TIF are invaluable for the redevelopment of areas such as Colonial Plaza, and will be key to our success.
- D. Economic development cannot stand alone and depends on sound infrastructure and quality of life to successfully ensure a financially-sound future for our community.

#### 2. Infrastructure

- A. The City is decades behind in funding much-needed **infrastructure maintenance**, estimated to total \$400M or more. Reliable infrastructure with the capacity to handle growth is essential to economic development, quality of life and the City's financial long-term stability.
- B. Our City's recently completed **infrastructure Master Plans**, encompassing streets, sanitary sewers, storm water, facilities, sidewalks and more provide detailed inventory, condition rating and make it possible for us to assess and prioritize critical needs.
- C. The next essential step is to develop a **five year Capital Improvement Plan** to address the most urgent/timely needs, AND a funding strategy.
- D. Some projects included in the City's Master Plans are prime candidates for borrowing. Financing options are many, and Council will determine a preferred strategy, ranging from conservative to aggressive.

3. Financial Planning

- A. Since the Great Recession, we are all adapting to a new economy that requires us to have a **long-term, continuously evolving plan for financial sustainability**, including a plan for appropriate reserves. We must have a balanced budget to avoid the pitfalls and reputational damage that many other governments continue to experience.
- B. A deficit in the City's General Fund was averted in the near term through Budget Task Force recommendations and the Council's recent adoption of a 1% sales tax increase. However, the City's expenses, especially those tied to Police and Fire pensions and labor costs, will continue to increase over the years. The **potential for a General Fund structural deficit** will continue to threaten future budgets.
- C. It will take all of us, including our citizens, to develop solutions for achievement of financial sustainability. We must focus on refining our financial projections, re-forecasting when appropriate, identifying programs and services, establishing appropriate levels of service performance measures, and prioritization.
- D. A **Capital Improvement Plan and funding** is critical to the City's financial strategy now and going forward.

4. Reduced Emergency Response Times

- A. Despite the excellent efforts of our first responders, the Fire Master Plan identified that **service to the City's northeast portion is inadequate and response times are below our standards**. Long-term, the Master Plan recommends a new Fire Station facility to serve the northeast area of the City. In the short-term, we must identify creative and innovative methods to reduce EMS and fire suppression response times.
- B. Quality public safety services are essential to a community's Economic Development and, with so many financial resources devoted to public safety, **finding efficient solutions to public safety issues** contributes to the long-term financial health of the community.

5. Downtown Implementation Plan

- A. The Downtown Master Plan was adopted by the City Council in 2013 without an Implementation Plan. Increased interest in Downtown economic development, notably in the proposed addition of hotel and/or convention center space, indicates this is the time to **design the City's role** in success of the Downtown.
  - a. It will take inside and outside **resources to vet potential Downtown projects**.
  - b. We must determine the amount and type of **public engagement** that is appropriate for Downtown development proposals.
  - c. Traditionally, municipalities play a role in Downtown **streetscape improvements** and meeting its **parking needs**.
- B. We can **build upon the qualities that make our Downtown special**, such as our ties to President Lincoln and Route 66, both expertly displayed in the new Visitors Center at the McLean County Museum of History. Smart economic development in Downtown will expand on existing assets and attractions like the Museum, the BCPA and the Coliseum.

# Downtown Bloomington Stakeholders Workshop

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*Meeting Report—September 22, 2016*

## **Background**

*Bring it On! Bloomington*, the City of Bloomington's nationally acclaimed and award-winning Comprehensive Plan, combines the community's shared vision with supporting goals, objectives and action items crafted through the Plan's 18 month public process that engaged over 6,000 community members. The Plan highlights a number of target areas ranging from Arts and Culture to Public Safety. The Plan serves as a "to-do" list for the community including goals, objectives and action items related specifically to the development of Bloomington's downtown, a once busy neighborhood and currently declining economic center.

Similar to downtowns across America, Bloomington's Downtown suffered greatly when retailers and economic anchors relocated to the community's east side following the construction of Veteran's Parkway and more traffic orientated development. In 2008, a revitalization strategy was developed for the Downtown by Farr Associates. The strategy identifies three potential redevelopment focus areas. It was officially adopted by City Council in 2013. To avoid duplication of efforts, the Comprehensive Plan strategically incorporates elements from The Downtown strategy. The final results are 6 goals, 19 objectives and 75 action items with established timeframes and responsible partnering agencies. Nonetheless, there has been a failure to establish consensus on how to maintain, regulate and redevelop the urban core and to focus individual initiatives in a strategic manner which threatens Downtown Bloomington's ability to prosper and grow (MCRPC 2015, 100). While the Downtown Bloomington Association and the City of Bloomington have accomplished a few of the action items already, there are many which remain unachieved.

On Thursday, September 22, 2016 more than 40 downtown stakeholders gathered at Epiphany Farms Restaurant in Bloomington, IL to provide input based on the Comprehensive Plan on the future of Downtown Bloomington. The goal of the workshop was to provide a platform to discuss and prioritize Plan activities specifically related to Downtown development. The workshop was coordinated by the Downtown Bloomington Association (DBA) in conjunction with City of Bloomington Staff. Tricia Stiller, Executive Director of the DBA, opened the workshop and Tom Dabareiner, Director of the City's Community Development Department, provided a progress report on the Comprehensive Plan and specific accomplishments in the downtown. The workshop was facilitated by Courtney Kashima from MUSE Community + Design.

## Workshop Methodology and Data Analysis

This workshop focused on two key steps for establishing a consensus for Downtown development: prioritizing objectives; and, prioritizing action items. Stakeholders were asked to participate in a pair of interactive voting exercises ranking the 19 objectives and 75 action items for Downtown Bloomington as recognized in the Comprehensive Plan. The objectives and action items receiving more than 20 participant votes are described in this report. The level of priority assigned by participants to each objective was used to weight the action items into levels of top, medium and low priorities. The action items were also sorted by short term, medium term and ongoing actions. A chart detailing the final action item outcomes accompanies this report.



### Exercise 1: Prioritizing objectives

The first exercise focused on the Plan's 19 objectives. Each participant was provided six colored sticky dots. Each dot represented one vote. Large 63X32 printed pages of the Comprehensive Plan illustrating the objectives and action items were placed around the room. Participants were asked to vote for the objectives they felt had the highest priority by sticking the dots next to their most important objectives.

The following four objectives received the most votes during the exercise (more than 20). A summary of the group discussion is provided below; a more detailed record of comments received is provided as an appendix.

#### ***D-4.1: Improve and promote Downtown as a clean and safe place.***

*The group discussed the need for improved safety and cleanliness including addressing issues of homelessness and responsible trash disposal.*

#### ***D-1.2: Pursue catalyst projects that can serve as additional Downtown anchors.***

*The group shared ideas for new uses were shared for both public spaces and individual building spaces. Route 66, the museum and the Bloomington Center for the Performing Arts were identified as important assets.*

#### ***D-3.1: Protect the scale and character of historic Downtown and provide appropriate parameters for new development that complements its historic character.***

*The group discussed the importance of maintaining Downtown's historic building stock and authenticity.*

**D-1.3: Reinvent the Warehouse District.**

*The group shared ideas for reinventing the Warehouse District including making it an entertainment district, an innovation district and a focus on the area's railroad history.*

These four highest-ranked objectives have 17 action items associated with them. The remaining 15 objectives received anywhere from 0 to 19 votes from those in attendance. Exercise 1 provided direction for allocating time, energy and resources to improve the Downtown.

**Exercise 2: Prioritizing Action Items**

Participants were then provided a list of the 75 action items identified in the Comprehensive Plan. They were given time to review the list individually and to discuss them in small groups. The second exercise asked participants to indicate priorities amongst the 75 items by, once again, voting sticky dots. Participants received 16 sticky dots for Exercise 2.

Of the 75 action items, 46 received 20% or more of the votes. The following five action items received the most votes (20 or more) during the exercise. A summary of the group discussion is provided below; a more detailed record of comments received is provided as an appendix.

**D-1.3a: Investigate designation of a special use district, such as an Art or Innovation District, to bring renewed focus to the Warehouse District.** *Short term action*

**D-1.3b: Introduce and promote incentives for investment for property owners or developers in the Warehouse District.** *Medium term action*

**D-1.3d: Encourage and enable alternative business operations, such as pop-up businesses, in the Warehouse District.** *Medium term action*

*All three of the above action items received equal number of votes and all related to the Warehouse District. The group discussed these items together including a sense of urgency given the amount of buildings that have been demolished and the possibilities for pop-up retail. The group was not unified, however, and some dissenting comments were shared regarding the need to focus on the core Downtown rather than spreading efforts between the core and the Warehouse District.*

**D-2.1a: Use City of Bloomington land or street right-of-way to create gateway features such as landscaping, artwork, pocket parks, etc.** *Short term action*

*The group discussed the upcoming work of the Downtown Signage Committee and the fact that a consultant had been hired to create new signage for Downtown.*

**D-1.1h: Continue to develop, promote and provide incentives for property owners or developers to reinvest in Downtown.** *Ongoing action*

*The group discussed the importance of incentives particularly as it relates to historic buildings and desired uses (that may not otherwise occur).*

## Results and Discussion

When processing the final results of the Workshop, City staff used the results of exercise 1 (objectives) to weigh the results of exercise 2 (action items). Action items which received a high number of votes and corresponded to priority objectives, as identified by stakeholders during the prior exercise, were awarded a higher level of priority than those not corresponding with an objective receiving votes. A detailed chart displaying these results accompanies this report. The results are organized according to the following two measures: priority (top, medium and low) and timeframe (short term, medium term, and ongoing). The Comprehensive Plan identifies “short term” as 1-3 years and “medium term” as 4-10 years.

The chart attached provides clarity on which items to pursue and when, since not all action items can (or should) be pursued at once. Although a number of the action items listed in the Comprehensive Plan are not shown in the chart, these actions are still important to the long term development of Downtown Bloomington. This Workshop and its results allow City of Bloomington Staff, in addition to partner agencies, to assess the requirements of and allocate resources for priority, individual action items. Those items not represented in the chart should be pursued at a later date or, if feasible, when doing so would add detail to higher priority items.

## Key Themes

Throughout the Workshop a number of salient themes emerged. In general, Stakeholders are most concerned with making Downtown a clean, attractive and safe place to live or visit. They are interested in seeing Downtown grow economically while maintaining the historic character of the area.

## Concluding Thoughts

Downtown Bloomington, once the economic core and a vibrant neighborhood for the City of Bloomington, is suffering from retail and economic loss (MCRPC 2015, 100). Downtown Bloomington contains a number of unique assets for the City of Bloomington, as identified during the Workshop, and has great potential. Revitalizing Downtown is imperative to the community’s overall economic health and general quality of life (MCRPC 2015, 100). This Workshop helped prioritize key actions identified by Bloomington’s citizens during the creation of the Comprehensive Plan. The results should help unify conflicting visions and guide future actions as the City of Bloomington works together with business owners, residents and vital stakeholders to make Downtown a clean, attractive and safe destination.

## Next Steps

As mentioned, the outcomes from this Workshop provide stakeholders and City staff guidance for allocating time and resources. However, there are still a few important next steps which must be taken before diving into each action item. ***It is incumbent upon City staff review this report and complete a due diligence investigating and assigning cost estimates, associated possible revenues and specific timeframes to the identified priorities for Downtown.*** This information will help the City and stakeholders to strategically galvanize resources and sensibly move forward. Additionally, staff should evaluate current projects and review if and how these can be tailored to help accomplish the action items. For example, the City is currently rewriting its Zoning Ordinance and many of the

identified action item priorities may be achieved through this process. Finally, staff needs to evaluate which programs are currently in place and the feasibility of expanding these programs so the outcomes of this workshop may materialize.

## **POTENTIAL NEXT STEPS FOR 11/2015 COUNCIL-ESTABLISHED PRIORITIES**

### **INFRASTRUCTURE:**

**Based on the Five-Year Capital Improvement Program/Community Investment Plan (CIP)**

- 1. Should the current outstanding general obligation debt (\$75 million) be raised to fund deferred capital improvement needs? If so, by how much?**
- 2. Should the street resurfacing budget be raised from \$5 million to \$8 or \$10 million per year assuming contractors have the capacity to complete the work?**
- 3. When should the Council consider raising the sanitary sewer and storm water user fees as recommended by the recently completed rate studies?**
- 4. Should a revenue stream be dedicated to fund-deferred general capital improvement needs (i.e., fire station remodeling, construction of a new operations center, O'Neal pool replacement, etc.)?**
- 5. What other fiscal policy guidance should be provided to the City Manager as a balanced Five-Year CIP is drafted for Council consideration and adoption?**
- 6. When does the Council want to adopt the CIP?**

**POTENTIAL NEXT STEPS FOR 11/2015 COUNCIL-ESTABLISHED PRIORITIES**

**ECONOMIC DEVELOPMENT:**

**1. B-N Advantage:**

**A. It has been proposed that \$1 million be raised to fund implementation of the B-N Advantage Strategic Plan. What is your reaction to this funding request?**

**B. How much should the private sector vs the public sector contribute to this funding target?**

**C. Should McLean County be asked to contribute or just the two cities?**

**2. Economic Development:**

**A. It has been several years since the City established the Economic Development Coordinator position. It is proposed that one or more Economic Development employees be hired to assist with the increasing workload. Would you be supportive of adding City personnel to assist in City-initiated and high-value economic development activities.**

**POTENTIAL NEXT STEPS FOR 11/2015 COUNCIL-ESTABLISHED PRIORITIES**

**REDUCE EMERGENCY RESPONSE TIME:**

- 1. Emergency response times to the City's Northeast area is inadequate and below national and local standards. Would you support the expenditure of significant resources to provide additional personnel, ambulances and a new fire station to address this problem?**
  
- 2. Would you be supportive of considering lower-cost methods (i.e., nontraditional service delivery) to reduce emergency response times knowing there may be opposition?**

**POTENTIAL NEXT STEPS FOR 11/2015 COUNCIL-ESTABLISHED PRIORITIES**

**FINANCIAL PLANNING:**

- 1. What high-level general policy guidance do you have regarding the recent Employee Compensation Strategic Plan presentation and discussions?**
- 2. Public sector unions strongly resist/oppose employer proposals to take back current pay and benefits. What ideas do you have to be successful in any take-back initiatives?**
- 3. How should the City balance the goal of being competitive in the attraction and retention of employees if public sector compensation is higher than the private sector?**
- 4. Would you be supportive of funding a local, private sector compensation survey?**
- 5. Will you support the pursuit and implementation of Priority-Based Budgeting?**